# Department of Tourism, Culture and Heritage

## Annual Accountability Report
## For The Fiscal Year
## 2007-2008

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## 1. Accountability Statement

The accountability report of the Department of Tourism, Culture and Heritage for the year ended March 31, 2008, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against Tourism, Culture and Heritage's business plan information for the fiscal year 2007-2008. The reporting of Tourism, Culture and Heritage's outcomes necessarily includes estimates, judgements and opinions by department management.

This accountability report is the responsibility of department management and represents, to the greatest extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Tourism, Culture and Heritage's business plan for the year.

Minister _____
Honourable Bill Dooks

Deputy Minister _____
Kelliann Dean

## 2. Message from the Minister

I am pleased to report on the Department of Tourism, Culture and Heritage for the fiscal year 2007-2008.

Our department's mission is to develop, preserve and promote our province's significant tourism, culture and heritage resources for the lasting social and economic benefit of Nova Scotians. To support that mission, the department's actual spending for the 2007-2008 fiscal year was $52.1 million.

Department staff support our mission as they deliver a broad range of programs and services in support of tourism, culture and heritage. Located in communities throughout the province, staff serve an extensive client base that includes visitors, the general public, community groups, municipalities, heritage groups, tourism groups and operators, artists and cultural organizations.

Our service is shaped by the recognition that Nova Scotia's beautiful landscape, rich heritage and diverse culture add tremendous value to our quality of life. These attributes position Nova Scotia as a great place to live and as a world-class destination for Canadian and international travelers.

Highlights of the department's accomplishments in 2007-2008 include:

- A re-energized tourism brand was launched to refine Nova Scotia's unique selling proposition in the minds of consumers.
- A gateway team was formed comprised of key stakeholders to build on air links to Halifax and add new target markets such as Chicago.
- Seven new touring regions were developed to strengthen distinct geographic regions and their offerings.
- The department launched the Cultural Opportunities for Youth (COY) program to provide opportunities for young people to develop artistic skills and share ideas.
- On February 25th, 2008, Government launched "Our Treasured Past, Our Precious Future," Nova Scotia's first Heritage Strategy.
- The Nova Scotia Historic Places Initiative and the Heritage Property Program hosted a successful built heritage conference in Yarmouth.
- Construction began on the new Joggins Fossil Institute. It is a research and interpretive centre designed to showcase the abundance and significance of prehistoric fossils found in the nearby cliffs.
- The department completed and approved the Culture Export Strategy to nurture and support emerging arts and culture products that have the potential to become export-ready products.
- Historical Vital Statistics Online and e-business services were promoted and expanded with 565,000 visits and 28 million page views.
- The department installed works from the Art Bank Collection in Port Hawkesbury and Sydney in Cape Bretton and Amherst and New Glasgow in Northern Nova Scotia.
- A new Microfilm Preservation and Digitized Public Access System received phase 1 tangible capital asset funding late in the fiscal year.
- NSARM participated on site with the Tourism Division in Boston Connections in June

2007 and AAA Southern New England 2008 Travel Marketplace in March 2008 to promote Historical Vital Statistics Online and market Nova Scotia as a family history vacation destination.

The resulting activities reflect the government's commitment to strengthening the quality of life for our families and communities and achieving continued economic growth and prosperity for our province.

## 3. Introduction

This report describes the performance of the Department of Tourism, Culture and Heritage by detailing the achievements of the Department and the performance targets used to measure the department's success. The Department's 2007-2008 Business Plan can be used as a source of comparison against this report.

This report is divided into sections that outline the department's progress and accomplishments, financial results and outcome measures. Supplementary information outlining tourism industry facts is also attached. Specific highlights from include:

**Tourism**

- A gateway team was formed comprised of key stakeholders including the Halifax Stanfield International Airport Authority, Communications Nova Scotia, Destination Halifax, Nova Scotia Business Inc., and the Atlantic Canada Opportunities Agency. This group collaborated on building air links to Halifax and the addition of new target markets such as Chicago. New partnerships with companies such as Icelandair have been established to increase air access capacity to the province.

- A re-energized tourism brand was launched to refine Nova Scotia's unique selling proposition in the minds of consumers. Heritage and culture feature prominently in the new brand which has four pillars: old world charm, new world pulse, shaped by the sea, and spirit of our people.

- Seven new touring regions were developed to strengthen distinct geographic regions and their offerings. They have been developed to show the linkages between core product experiences and the unique characteristics of each region.

- Construction began on the new Joggins Fossil Institute in 2007-2008. It is a research and interpretive centre designed to showcase the abundance and significance of prehistoric fossils found in the nearby cliffs.

**Culture**

- The department completed and approved the Culture Export Strategy to nurture and support emerging arts and culture products that have the potential to become export-ready products. Tourism, Culture and Heritage continued to invest in the culture sector through the Industry Growth Program, Emerging Music Business Program and the Export Development Program for Music.

- The department continued to capitalize on existing cultural resources to bolster economic and trade initiatives. The culture sector was the driving force behind connecting Nova

Scotia musicians such as Jordon Croucher with international industry icons in 2007-2008. This resulted in a lucrative international/US record deal, booking representation and a song featured on the TV show, "Grey's Anatomy!". The department led the return of Nova Scotia cultural industries to the Milwaukee Irish Fest in August. The East Coast Music Association (ECMA), working with the Milwaukee Irish Fest and the Culture Division, brought 38 North American Celtic Festival Organizers to Celtic Colours.

- The department installed works from the Art Bank Collection in locations outside HRM. New works were installed at new locations in Port Hawkesbury and Sydney in Cape Bretton and Amherst and New Glasgow in Northern Nova Scotia.

- The department launched the Cultural Opportunities for Youth (COY) program to provide opportunities to develop artistic skills and share ideas. COY is helping to build sustainable communities through projects that celebrate community based artistic and cultural activities which involve Nova Scotian youth. Forty-one grants were awarded to 37 cultural organizations for youth.

**Heritage**

- On February 25th, 2008, Government launched "Our Treasured Past, Our Precious Future," Nova Scotia's first Heritage Strategy. Led by the Heritage Division, this five-year strategy involved initiatives directly related to13 provincial departments and agencies.

- Staff in the Nova Scotia Museum system continued to research, develop and present educational and engaging exhibits that interpret the heritage of this province. Of the many creative and collaborative exhibits developed over by staff this year, "Pirates - Myth or Reality" was a particular success for the Maritime Museum of the Atlantic drawing over 125 000 visitor in its five-month run.

- In support of built heritage conservation, staff in the Nova Scotia Historic Places Initiative and the Heritage Property Program hosted a successful built heritage conference in Yarmouth. The conference focussed on the social, economic and environmental benefits of the adaptive reuse of heritage properties. Staff also, together with colleagues in the Labour Department, hosted a building and fire inspectors workshop to discuss ways to incorporate heritage building components. Over 94 building and fire officers attended the training event.

- The Nova Scotia Museum corporate website underwent significant improvements involving the development and redesign of virtual exhibits. Marketing and Collections staff worked closely on the relaunch of the Poison Plant Patch site and to mark National Aboriginal Day, the Mi'kmaq Portraits site was reviewed and completely redesigned.

**Nova Scotia Archives and Records Management (NSARM)**

- The department launched several new feature web products including:

  - "Canada's Ocean Playground: The Tourism Industry in Nova Scotia, 1870-1970"
  - "Built Heritage Resource Guide" (linked to Nova Scotia Historic Places Initiative)
  - "The Eassons and the Hoyts: Two Hundred years of Family and Community Life in Nova Scotia"
  - Tom Connors, "The Old Sport" – virtual exhibit containing nearly 800 sports-history photographs, 1860s to late 1940s;
  - "Gone but Never Forgotten: Bob Brooks"
  - "Nova Scotia Parish Registers Microfilm Collection Database"

- Historical Vital Statistics Online and e-business services were promoted and expanded with 565,000 visits and 28 million page views. The number of page views and average length of each Website visit, 24 minutes, greatly exceeded expectations.

- A new Microfilm Preservation and Digitized Public Access System received phase 1 tangible capital asset funding late in the fiscal year. The new system will greatly expand the capacity to provide online public access to the province's documentary heritage.

- NSARM participated on site with the Tourism Division in Boston Connections in June 2007 and AAA Southern New England 2008 Travel Marketplace in March 2008 to promote Historical Vital Statistics Online and market Nova Scotia as a family history vacation destination.

## 4. Department Progress and Accomplishments

Tourism, Culture and Heritage priorities and accomplishments in 2007-2008 were directed at achieving the mission and goals of the department. Our mission was *"to promote, develop and preserve Nova Scotia's significant tourism, culture and heritage resources for lasting social and economic benefits"*. The strategic goals were:

**Economic Growth** - Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

**Stewardship** - Preserve, promote, interpret and develop Nova Scotia's diverse cultural resources and natural and cultural heritage.

**Governance/Accountability-** Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.

The 2007-2008 priorities and accomplishments are described under each of the three core business areas in the 2007-2008 Business Plan as follows:

### 4.1 Core Business - ECONOMIC GROWTH: Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

#### 4.1.1 Grow Tourism and Culture Sectors.

The tourism and culture sectors are critical to Nova Scotia's success. Each sector generates export dollars for the province: tourism through visitation and culture when our product is successful in export markets. These two sectors, while independent in action, rely in part, on each other for success. Culture products can draw tourists to Nova Scotia and, while here, tourists purchase both tourism and culture products. The department will focus efforts on growing the potential of these two sectors.

Specific initiatives in support of this priority included:

**i) Implement Nova Scotia's tourism plan, "New Realities, New Directions", in partnership with the tourism, culture and heritage sectors, to respond to a changing marketplace.**

Activities in support of this initiative included:

**a) Maximize use of the online marketing channel.**

Accomplishments:

The Gateway Strategy of "lure-sample-buy" was facilitated by the Department of Tourism, Culture and Heritage's online presence. Through its web content and marketing materials, the

department enabled potential customers to sample unique Nova Scotia experiences online in an exciting and interactive way. Visitation to novascotia.com, the official tourism website, rose by 26% in 2007 and tourism operators received 692,544 leads through external links to their websites from novascotia.com. Websites visits totalled 1.7 million with 11.3 million unique page views. Since its introduction in March 2007, there were over 20,000 downloads of the innovative Google Earth Nova Scotia overlay which allows visitors to visit destinations of interest throughout the province online.

As technology rapidly advances, consumer use of the internet is not only increasing but changing, with the development of more user generated content influencing marketing. The department continues to adapt to the changing online marketing channel, including adjusting the analytical tools for measuring web activity.

**b) Increase the volume of air visitation to Nova Scotia.**

Accomplishments:

Air travel is becoming the preferred mode of transportation to Nova Scotia. The Gateway Strategy focused on targeting air travelers to Nova Scotia by enhancing marketing and partnership activity in key markets that have direct air access. The department's advertising, editorial, sales and partnership activity helped stimulate awareness in the key markets, particularly in gateway cities like Boston, Calgary and Ottawa, as well as new countries such as Iceland and Ireland.

A gateway team was formed comprised of key stakeholders including the Halifax Stanfield International Airport Authority, Communications Nova Scotia, Destination Halifax, Nova Scotia Business Inc., and the Atlantic Canada Opportunities Agency. This group collaborated on building air links to Halifax and the addition of new target markets such as Chicago. New partnerships with companies, such as Icelandair, have been established to increase air access capacity to the province.

**c) Develop our product in a way that will stimulate more visitation.**

Accomplishments:

Along with Courtship and Gateway Strategies, "Core Experiences" is the third pillar in the long-term tourism strategy, *New Directions, New Realities*. Over the past year the department and its partners continued to develop core experiences that match visitors' passions with a focus on product areas where Nova Scotia has a competitive advantage. The fifth annual Product Development Day focused on building the brand through core experiences and delivering on the brand promise.

A re-energized tourism brand was launched to refine Nova Scotia's unique selling proposition in the minds of consumers. Heritage and culture feature prominently in the new

brand which has four pillars: old world charm, new world pulse, shaped by the sea, and spirit of our people.

In 2007-2008, seven new touring regions were developed to strengthen distinct geographic regions and their offerings. They have been developed to show the linkages between core product experiences and the unique characteristics of each region.

The department also began work with the Tourism Human Resource Council on a Sustainable Workforce for the Future Strategy. Tourism MasterClasses, designed for senior executives and managers within tourism-based businesses, were held in communities across the province and featured world-class speakers on a variety of business topics concerning leadership, quality and e-marketing.

Research initiatives included the development of an online accommodation satisfaction survey allowing participating accommodation operators to gather customer feedback via the internet.

**ii) Implement the tourism investment initiative, "Nova Scotia Tourism: The Business Advantage".**

Accomplishments:

For suppliers of accommodations, attractions, and travel services of various kinds, there are attractive opportunities for investment in bringing "the Nova Scotia Experience" to the marketplace. In 2007-2008, the Department of Tourism, Culture and Heritage worked collaboratively with the Tourism Partnership Council to communicate the tourism investment attraction initiative which promotes the Nova Scotia tourism business advantage online at www.gov.ns.ca/tourisminvestment. The website features business development tools and a variety of resources, including the investors tool kit, *Nova Scotia Tourism: The Business Advantage*.

**iii) Advance the 2007-2008 priority initiatives through the Minister's Task Force on Tourism.**

Accomplishments:

Several of the department's initiatives, including many of the accomplishments noted above, involved interdepartmental collaboration and aligned with priorities communicated under the Minister's Task Force on Tourism which included: tourism investment and economic growth, destination development, major attraction development, Nova Scotia Gateway Strategy initiative and sustainable workforce.

Construction began on the new Joggins Fossil Institute 2007-2008. The Joggins Fossil Institute is a research and interpretive centre designed to showcase the abundance and significance of prehistoric fossils found in the nearby cliffs.

A new visitor information centre (VIC) was built in Peggy's Cove. Other enhancements to this world-renowned landmark included a series of new interpretive panels and signs and an expanded parking lot to enhance the quality of the visitors' experience.

**iv) Focus on Opportunities to strengthen cultural export sales and development.**

Accomplishments:

The Culture Export Strategy was completed and approved in 2007-2008. Tourism, Culture and Heritage continued to invest in the culture sector through the Industry Growth Program, Emerging Music Business Program and the Export Development Program for Music.

**v) Capitalize on existing cultural resources to bolster economic and trade initiatives.**

Accomplishments:

The culture sector was the driving force behind connecting Nova Scotia musicians with international industry icons in 2007-2008. Jordan Croucher traveled to New York city and Los Angeles to work with renowned hip-hop producers and Meghan Smith was able to showcase for industry heavyweights in Los Angeles and Toronto. This resulted in a lucrative international/US record deal, booking representation and a song featured on the TV show, "Grey's Anatomy!".

In August, the department led the return of the Nova Scotia cultural industries to the Milwaukee Irish Fest in August. Participating organizations included: Music Nova Scotia, the Atlantic Craft Trade Show, the Cape Breton Centre for Craft and Design and Enterprise Cape Breton Corporation. During the event, the Barra MacNeil's were featured on the main stage. A VIC was included and the Minister hosted a reception for Milwaukee and Ireland government dignitaries.

The East Coast Music Association (ECMA), working with the Milwaukee Irish Fest and the department brought 38 North American Celtic Festival Organizers to Celtic Colours. As well, the Milwaukee Irish Fest brought 24 of their own volunteers.

Nova Scotia's artists continued to market themselves at national and international trade shows and showcases including: the North American Folk Alliance, Memphis; Magnetic North Theatre Festival, Ottawa; New York Affordable Art Fair; Sculptural Object and Fine Art Show, Chicago; and the Buyers Market of American Craft, Philadelphia.

## 4.2 Core Business -STEWARDSHIP: Preserve, promote, interpret and develop Nova Scotia's diverse cultural resources and natural and cultural heritage.

### 4.2.1 Strengthen and Expand Access to Nova Scotia's Heritage Resources and Services.

Heritage is essential to the preservation and development of Nova Scotia's communities. It contributes to our economy, to opportunities for life-long learning, and to our identity and pride of place. Specific initiatives in support of this priority included:

**i) Finalize and begin to implement a heritage strategy.**

Accomplishments:

The department continued to liaise with up to 13 government departments and offices to identify priority activities for Nova Scotia's first heritage strategy. The strategy, "A Treasured Past, A Precious Future", was released publicly on February 25, 2008 at the Maritime Museum of the Atlantic with over 150 in attendance. A five year implementation plan was developed.

Specific action was taken on priority activities. The "Standards and Guidelines for the Conservation of Historic Places in Canada" was adopted by the Department of Transportation and Infrastructure Renewal (TIR). The department began the Master Interpretive Plan consultant study. The tender for the Treasure Trove Study was developed and posted in partnership with the Department of Natural Resources (DNR). The Heritage and Corporate Strategy and Operations divisions began a review of the *Heritage Property Act*. The work to develop a Conservation Strategy resulted in an initial plan which was presented to the Heritage Division in March.

**ii) Continue to strive for more effective heritage resource management.**

Activities in support of this initiative included:

**a) Content Renewal Project**

Accomplishments:

Content renewal team completed and launched an update of the Poison Plant Patch in March 2008. New sites on the Nova Scotia Museum Website were created and launched for Mi'kmaq Portraits and Amphibians.

**b) Content Management Project.**

Accomplishments:

Three sites were identified for pilots: the Nova Scotia Museum home site, Fundy Geological Museum and Perkins House Museum.

**c) Management of Heritage Images.**

Accomplishments:

A photographer, equipment and files from the Department of Education Learning Resources Technologies and Services Unit were moved to the Heritage Division Marketing and Promotions Unit. A new marketing photo shoot was initiated. An image working group for marketing and promotional images known as "Extensis" was established.

**d) Implement Museum-Education Database.**

Accomplishments:

The database was fully integrated with the online Museum Learning Resources Catalog. The database was promoted to teachers through "The Teacher" magazine. Requests were made to the Department of Education to complete their final text review.

**iii) Preserve the Provincial Collection and support the creation of an accurate inventory of the resources, artifacts and specimens that comprise the collection.**

Activities in support of this initiative included:

**a) Inventory and document the cultural history collection.**

Accomplishments:

The department updated 228 Museum Information Management System (MIMS) records. Funding was secured for a co-op student to complete data cleanup. 50,000,000 rows of data were reviewed as part of the clean up. The McCulloch House artifact inventory was updated on MIMS. The MIMS inventory class project was completed for McCulloch House, Cossit House , Ross Farm, Fisheries Museum, Sherbrooke Village and Highland Village.

**b) Transfer natural history information to the Museum Information Management System (MIMS) database.**

Accomplishments:

Collections Management funding was secured from the federal Museum Assistance Program (MAP) for the Collections Inventory project. The quality control audit of 300 snake and reptile records was completed prior to transfering to MIMS. In zoology, 227 new records were created, 151 of which were snake records. There were 55 backlog natural history records were entered into the MIMS database. There werer 1594 natural history backlog records that were edited or updated. Over 75% of Reptile and Amphibian records were

updated with latitudes and longitudes and geo-reference points.

**iv) Interpretation.**

Activities in support of this initiative included:

**a) Develop an Interpretive Master Plan for Nova Scotia.**

Accomplishments:

A tender document was finalized and posted. A steering committee was established with internal and external representatives. The proposal was reviewed and scored. The contract to develop the Interpretive Master Plan for Nova Scotia was awarded to Form Media. Partnership funding was secured from Parks Canada. Interviews were held and research was initiated by consultants with external partners._____

**b) New interpretive overlay for the Perkins House Museum.**

Accomplishments:

The final installment of $35,000 was given to Perkins House for interpretive renewal. Storylines were finalized, actors secured and the development of a production schedule undertaken.

**c) Advance strategic interpretative renewal projects: Renewal of the Museum of Natural History (MNH) Nature Centre.**

Accomplishments:

A project team consisting of the Curator of Botany and three staff from MNH was created to advance the Nature Centre renewal project. The Department of Transportation and Public Works (now Transportation and Infrastructure Renewal) was briefed on capital building requests related to the project. March Break visitor surveys were completed related to renewal ideas. A draft floor plan for the Nature Centre was completed. The interpretive and site renewal plan was completed.

**d) Advance strategic interpretative renewal projects: Renewal of the Maritime Museum of the Atlantic (MMA) foyer.**

Accomplishments:

Working with colleagues at the Department of Transportation and Infrastructure Renewal several rennovations were completed: the foyer and other gallery areas were repaired and painted ; deteriorated signs inside and outside the MMA were replaced ; the carpet in the

museum entrance, Navy Gallery, Steam Gallery, Meeting Room and 3-D Theatre was replaced.

**e) Create the temporary "Pirates: Myth and Reality" exhibit.**

Accomplishments:

The temporary summer exhibit, "Pirates: Myth and Reality" was researched, developed and installed. The exhibit opened on June 1, 2007 and remained until November 4, 2007. The exhibit attracted 125,000 visitors during its five month run.

**f) Create a visible storage experience for visitors to the Museum of Industry (MOI).**

Accomplishments:

The Museum of Industry finalized a plan for the relocation of artifacts, created text draft and completed the preliminary design of interpretation panels.

**v) Conservation.**

Activities in support of this initiative included:

**a) Development a conservation strategy for the Nova Scotia Museum.**

Accomplishments:

The department engaged the services of two Dalhousie Masters in Public Administration students to complete a preliminary draft of the conservation strategy under the guidance of the department's senior conservator.

A cross jurisdictional best practices review was conducted and the draft plan finalized and presented to the project steering committee.

**b) Preservation of the "CSS Acadia".**

Accomplishments:

The scaling, priming and painting of the interior of the forward companionway was completed. Brass and metal fittings were re-coated and the winter covering of the ship removed. The below deck section of the foremast was re-shaped and coated.

**c) Initiate restoration of the "Chester C".**

Accomplishments:

Structural investigation of the hull was completed. An oak log was purchased and fashioned into a new keel. A line drawing was created from the original plan. The frames and planking were replaced. A keel laying ceremony was held at the Maritime Museum of the Atlantic in November 2007. The first stage of an ongoing Class C Sloop research project addressing lineage was completed in March 2008. The department continued filming work with Learning Resources Technology to document the restoration and development of a restoration website.

**d) Hold a community heritage conservation workshop.**

Accomplishments:

The department hosted a conference on community heritage conservation in Amherst. The conference was attended by over 80 participants from a variety of sectors including municipal and provincial government and the community heritage sector.

**e) Conduct a fire inspection workshop for heritage buildings.**

Accomplishments:

The department worked collaboratively with the Department of Environment and Labour to co-host the workshop. The workshop was attended by 94 building officers and fire inspectors from across the province.

**f) Expand online public access to archival and genealogical resources.**

Accomplishments:

Several new feature web products were developed including:

- "Canada's Ocean Playground: The Tourism Industry in Nova Scotia, 1870-1970"– 6700 digitized images (photographs and print material) presented via 9 virtual exhibits and 2 searchable databases (to be officially launched June 2008).

- "Built Heritage Resource Guide" (linked to Nova Scotia Historic Places Initiative) – detailed information on province's built heritage, self-directed research resources, and virtual exhibit featuring 250 historical photographs.

- "The Eassons and the Hoyts: Two Hundred years of Family and Community Life in Nova

Scotia" – 1250 digitized family documents with accompanying virtual exhibit.

- Tom Connors, "The Old Sport" – virtual exhibit containing nearly 800 sports-history photographs, 1860s to late 1940s.

- "Gone but Never Forgotten: Bob Brooks" Photographic Portrait of Africville in the 1960s' – virtual exhibit featuring 58 images plus contextual information.

- "Nova Scotia Parish Registers Microfilm Collection Database" – information about surviving archival records for 510 parishes, congregations and faith communities in Nova Scotia.

Historical Vital Statistics Online and e-business services were promoted and expanded. 12,000 Marriage Bonds (1763-1864) were added in October 2007 to the 800,000 documents already online. Twenty-five thousand newly-released records (marriages from 1931-32 and deaths from 1956-57) and 75,000 adjustments to content already online were in the final stages of preparation for launch in April 2008; and 95,000 delayed birth registrations (1860-1907) were also in the final stages of preparation for launch in May 2008.

A new Microfilm Preservation and Digitized Public Access System, which will greatly expand the capacity to provide online public access to the province's documentary heritage, received phase 1 tangible capital asset funding late in the fiscal year. Equipment purchased included a roll-microfilm scanner to convert microfilm images to digital format, enabling the production of DVDs of archival material with provincial and genealogical research value for deposit in archives and libraries around the province.

**g) Explore and participate in opportunities to promote genealogical tourism.**

Accomplishments:

Nova Scotia Archives and Records Management (NSARM) participated on site with the Tourism Division in the Boston Connections in June 2007 and AAA Southern New England 2008 Travel Marketplace in March 2008.

These events promoted Historical Vital Statistics Online and marketed Nova Scotia as a family history vacation destination.

### 4.2.2 Support Culture Sector Development:

Specific initiatives in support of this priority included:

**i) Increase provincial government sites' accessibility to Nova Scotia Art Bank pieces.**

**Nova Scotia Art Bank:** Increase provincial government sites' accessibility to Nova Scotia Art Bank pieces. This broadened availability should focus especially on those sites located outside the Halifax Regional Municipality. By displaying these works more widely, the awareness of and interest in visual arts and craft among Nova Scotians and their visitors will be encouraged.

Accomplishments:

Installation of works from the Art Bank Collection in locations outside HRM began in 2006-2007 and continued in 2007-2008 with works at new locations in Port Hawkesbury and Sydney in Cape Bretton and Amherst and New Glasgow in Northern Nova Scotia.

Efforts were also initiated to make the collection available on-line to the general public

.

**ii) Increase the organizational capacity for cultural organizations**.

Accomplishments:

Staff continued to provide consultative services to cultural organizations. Five workshops in board governance, strategic planning or visioning were offered in response to requests. As well, staff maintained on-going communication with organizations receiving annual operating assistance which included information and advice on planning and board governance best practices.

**iii) Launch new arts and culture awards program to provide investment and support to the sector.**

Accomplishments:

The Creative Nova Scotia Conference and Awards Gala was held October 18, 2007 at the Membertou Centre in Sydney, Nova Scotia. The event explored and celebrated the workshop session, "Artistic Connections." Discussion topics included the roles of local and provincial organizations in cultural development and reaching global markets to strengthen Nova Scotia's culture sector. The first-ever recipients of the Community Arts and Culture Recognition Award and the Established Artist Recognition Award were honored at the awards gala.

**iv) Launch new "Cultural Opportunities for Youth" program.**

Accomplishments:

The department launched the Cultural Opportunities for Youth (COY) program in July 2007. Providing opportunities to develop artistic skills and share ideas, COY helps to build sustainable communities through projects that celebrate community based artistic and cultural activities and which involve Nova Scotian youth. There were 41 grants awarded to 37 cultural organizations for youth projects as a result of the review of applications received at the program's first deadline.

**v) Implement the recommendations in the Nova Scotia Arts and Culture Partnership (NSACPC) report, "Creative Nova Scotia: How Arts and Culture Can Help Build a Better Nova Scotia".**

Accomplishments:

In January 2007, the Interdepartmental Committee in Support of Culture was established in support of one of the recommendations from the NSACPC report, "Creative Nova Scotia: How Arts and Culture Can Help Build a Better Nova Scotia". The committee began meeting in April 2007 and met monthly until September 2007. The committe has senior level representation from 12 government departments and offices including: Departments of Education, Health, Health Promotion and Protection, Community Services and Justice and the Offices of African Nova Scotian Affairs, Acadian Affairs, Aboriginal Affairs and Economic Development, Gaelic Affairs, and Immigration. Chaired by the Department of Tourism, Culture and Heritage and reporting to the Deputy Minister of the Treasury and Policy Board, the committee made the following recommendations:

- Maintain the interdepartmental committee in order to encourage increased collaboration between departments and measure the results of these collaborations;
- Encourage a more integrated approach to welcoming immigrants to Nova Scotia;
- Strengthen cross-departmental partnerships that assist sector leaders in the creation of innovative activities which serve government objectives.

Another key recommendation in the NSACPC report was to capitalize on the strong partnership between the Nova Scotia Arts and Culture Partnership Council (NSACPC) and the Nova Scotia Tourism Partnership Council (TPC). Through joint collaboration, the Councils have continued to develop opportunities that are mutually beneficial to each sector including:

- Music, Theatre and Fine Arts & Crafts online searchable listings have been created on novascotia.com. Visitors are able to search based on specific criteria, such as venue, dates, artist and genre of music. The listings will be updated and maintained by stakeholders.

- To ensure an authentic "art-in-the-making" experience for visitors, a fine art and craft section will be featured in the 2008 Doers and Dreamers Guide, and will be available on www.novascotia.com. This new feature will identify professional artisans working in a studio environment. The listing eligibility criteria was developed by an advisory group made up of the Nova Scotia Designers Crafts Council, the Cape Breton Centre for Craft and Design, the Atlantic Craft Trade Show and Tourism and Culture staff.

The Culture Division and the NSACPC were consulted and provided substantial suggestions in the tourism brand renewal process.

Similar to last year, the annual Tourism Conference featured educational sessions showcasing best practices and lessons learned on cultural tourism in Nova Scotia. These sessions were planned and coordinated through the collaboration of Culture and Tourism featuring many of our industry leaders. Feedback has been very positive and well received.

Key markets were able to sample Nova Scotia's cultural tourism experience through promotional events, including:

- Boston Connection Promotion featured a strong music component with five musicians and two dancers, along with genealogy information.

- Ceilidh in the Capital, held in Ottawa, showcased four musicians and two dancers at two downtown venues.

- 2007 Chicago Celtic Fest included three Nova Scotian musicians.

- 2007 Canada Day Celebrations in London, the Canadian Tourism Commission showcased DRUM in Trafalgar Square in London.

- Boston Christmas Tree Nov 2007

- DRUM! in Toronto and Ottawa in Feb 2008

- Milwaukee Irish Festival in 2006 was a hit showcasing The Nova Scotia Village, featuring twenty musicians, three artisans, various festivals and music industry representatives. Thousands of festival goers visited the Village, enjoyed the performances and took home information on Nova Scotia's artists, events and destinations. Continuing with this great collaboration, the Department of Tourism, Culture and Heritage participated again in the August 2007 Milwaukee Irish Fest event with musicians and artisans, and anticipates a presence in 2008.

The Culture Export Strategy was completed and approved in 2007-2008 to nurture and support emerging arts and culture products that have the potential to become export-ready products.

As identified in both the 2007-2008 Business Plan and the NSACPC report, the department was committed to conducting research into the social benefit of the arts and culture. A study was undertaken which measures individuals' overall quality of life and how art and culture actives factor into the individual's perceptions of quality of life. Some highlights of the "Social Impact of Arts and Culture" in Nova Scotia report include:

- The majority of Nova Scotians (66%) participate in the arts and culture sector in some way;
- People who are more engaged in art and culture activities rate their quality of life higher than those not engaged.

## 4.3 Core Business - GOVERNANCE/ACCOUNTABILITY: Deliver professional services and effective programming to support government-wide and departmental priorities.

### 4.3.1 Improve and Expand Records Management Services to Government:

Nova Scotia Archives and Records Management (NSARM) helps the department meet its mandate to promote good governance and accountability through the provision of records management services, standards and advice, records centre services, and management and preservation of Government archival records. Specific initiatives in support of this priority included:

**i) Select an electronic records management (ERM) software package and implement it government-wide**.

Accomplishments:

The IBM Filenet/ECM product was evaluated and found to be compliant with NSARM ERM functional requirements. A pilot project led by the Office of Economic Development was undertaken to establish an enterprise-wide infrastracture and prepare for full implementation. NSARM, in conjunction with stakeholders and clients, began to develop detailed standards and procedures to support implementation in this environment.

**ii) Implement enhanced electronic client access and service delivery at the NSARM Records Centre.**

Accomplishments:

The initial configuration and testing of the software and related procedures was completed. Due to the complexity of the undertaking and in order to take advantage of potential linkages with the IBM Filenet/ECM product the pilot was extended to 2008-2009.

### 4.3.2 Enhance Operational Effectiveness:

Throughout 2007-2008 the department developed and implemented several initiatives to enhance operational effectiveness. Initiatives were designed to promote good governance and maximize accountability. Specific initiatives in support of this priority included:

**i) Review the department's legislation in support of government's Better Regulation Initiative.**

Accomplishments:

In support of government's Better Regulation Initiative, the department continued a review of the *Tourist Accommodation Act and Regulations*. Following industry and government-wide consultation and research, Government announced its intent to repeal the legislation and support an industry led Approved Accommodation Program

**ii) French Language Initiative.**

Accomplishments:

In 2007-2008, the department developed a French-language Services Plan to comply with the French-language Services regulations adopted in December 2006. The plan included an inventory of existing French-language services being offered by the department. The French-language Services Plan will be reviewed and updated on an annual basis.

**iii) Volunteer Policy.**

Accomplishments:

The department developed a policy designed to recognize, support and enhace the involvement and contribution of volunteers working within the department.

**iv) Business Continuity Initiative.**

Accomplishments:

Stage one of the department-wide business continuity management program was completed. As part of the effort to increase risk management capacity, audit risk assessments were conducted through the Department of Finance looking at both strategic and operational risks.

**v) Information Technology.**

Accomplishments:

A governance model for the departmental web strategy was developed and approved. The department led the Request For Proposals and awarded a contract for a new statistical monitoring program for all of government.

The department's website was revised to comply with the new government template.

Technical standards for all departmental websites were developed and an audit conducted to guage the level of effort and resources needed to bring each site up to new standards.

The online investment application (e-forms) project was initiated. The project is intended to provide clients the option of submitting investment applications online thereby improving the quality of the application process for clients and increasing process efficiency.

**vi) Communications Plan.**

Accomplishments:

Work continued to align communications with the overall work of the department. A communications plan was developed to support 2008 marketing tactics, including major events such as the *Clipper Around the World Race* and the *Bluenose II* promotion. This resulted in better integration with the tourism marketing plan, resulting in more awareness of tourism efforts. A process to provide more timely and consistent reporting on arts and culture funding was developed and will be implemented during the 2008-2009 fiscal year.

Major initiatives targeting the tourism, culture and heritage sectors were supported again this year. This included ongoing development of the *Business Advantage* website and support for the *Creative Nova Scotia 2007* conference. Management of communications around the development and release of the heritage strategy was a primary focus during 2007-2008.

The department continued to strengthen and enhance internal communications by completing an internal communications survey. The process has resulted in the re-design and re-launch of "The Connector" as well as customized response at the divisional level such as the Heritage "town halls".

**vii) Human Resources Plan.**

Accomplishments:

Through the Human Resources Corporate Services Unit, the department accomplished the following activities aligned to the Employee Survey results as well as Corporate Human

Resources:

- Revised the Diversity and Employment Equity Action Plan.
- Made Leading a Respectful Workplace training available for trainers.
- Developed an Occupational Health and Safety audit preparation guide.
- Developed an HR CSU training calendar to support the achievement of the HR Strategy.
- Continued to track performance management reviews and plans and provided statistics to the department's executive team.
- Conducted a Violence in the Workplace assessment and initiated the development of a plan.

## 5. Financial Results

Following is a summary of budgeted amounts compared with actual results.

| Department of Tourisim, Culture and Heritage - Estimated Budget Expenditures | | | | |
|---|---|---|---|---|
| | **2006-2007 Estimate** | **2006-2007 Actual** | **2007-2008 Estimate** | **2007-2008 Actual** |
| Program & Service Area | ($thousands) | ($thousands) | ($thousands) | ($thousands) |
| **Ordinary Revenues** | 0 | 0 | 0 | 0 |
| **TCA Purchase Requirements** | 92 | 59 | 0 | 140 |
| **Net Program Expenses** | | | | |
| Office of the Minister & Deputy Minister | 468 | 466 | 474 | 505 |
| Corporate Strategy and Operations | 2,149 | 1,946 | 2,671 | 2,385 |
| Tourism | 19,598 | 22,943 | 21,654 | 22,914 |
| Heritage | 10,909 | 10,695 | 12,267 | 13,574 |
| Culture | 7,683 | 8,622 | 8,126 | 8,812 |
| Art Gallery of Nova Scotia | 1,559 | 1,749 | 1,793 | 1,793 |
| Nova Scotia Archives & Records Management | 2,035 | 2,010 | 2,246 | 2,125 |
| **Total Net Program Expenses** | 44,401 | 48,431 | 49,231 | 52,110 |
| **Provincially Funded Staff (FTEs)** | 300 | 278 | 301 | 287 |

Significant Variance Explantions: 2007-2008 Actual to 2007-2008 Estimate

**Note 1: Total Program Expenses - Gross Current**
Additional $2.9 million for:

- $1,535 thousand for strategic heritage investments including $670 thousand for Heritage Museums.
- $1,080 thousand for strategic tourism investments.
- $295 thousand for strategic cultural investments.

**Note 2: Tangible Capital Assets (TCA)**
Additional $140 thousand for Microfilm Preservation and Access System Project.

**Note 3. Funded Staff (FTEs)**
Decrease of 14.3 due to normal staff turnover.

## 6. Performance Measures

A summary of our progress related to the performance measures outlined in the 2007-2008 Business Plan is presented below:

## Core Business Area: Economic Growth

### Measure 1 - Total Advertising Generated Tourism Revenues

**Outcome Description:**
One of Tourism, Culture and Heritage's core business areas is supporting Economic Growth in Nova Scotia. A desired outcome within this core business area is to maintain a positive return on investment from the department's tourism marketing campaign. This new measure is a refinement of the former measure "Total Revenues Generated from Tourism Marketing Campaign". In previous years, the advertising-generated revenue measurement has been based on numbers of customers who requested printed tourism material, and factors such as the percentage of those who chose to visit Nova Scotia and the average spending of those respondents. Since 2004, the department has also estimated (but not included in this measure) revenue generated by the rapidly increasing number of potential customers who seek information about Nova Scotia on-line, without requesting printed material. The current measure now reflects the combined total advertising revenues generated from both sets of customers.

**What Does this Measure Tell Us?**
The measurement of advertising generated tourism revenue from core and developing markets helps us understand how our activities contribute to overall industry growth. This measure is calculated based upon tourism campaign performance measurement indicators and follow-up consumer surveys. In other words, the measure demonstrates the return that can be directly linked to our advertising activities.

**Where Are We Now?**
Total advertising generated tourism revenues reached $90 million in 2007. This compares with $109 million (revised) in 2006. The 2006 figure has been revised due to a methodology adjustment regarding online survey data. While the estimate of traditional revenues is based on rigorous and established methodologies, estimating anonymous online revenues is a relatively new, evolving and challenging area of research. An internal review of certain elements of the methodology suggest that online revenue estimates were being overestimated due to a number of factors (most importantly Google Analytics versus Live Stats). Reasons for restating 2006 estimates include: (1) the measurement period was adjusted to include March; (2) new web metrics; and (3) new comparison data to update 2006 calculations related to the challenges with the 2006 online survey data.

Of the $90 million advertising-generated revenues in 2007, 32 per cent ($29 million) was generated by consumers responding to the department's advertising through traditional channels,

such as requesting a travel guide about Nova Scotia. The remaining 68 per cent of the revenues ($61 million) were generated by anonymous consumers who visited novascotia.com for trip decision making and travel planning, but did not request a travel guide or leave their contact information.

Anonymous website visits contribute to a growing component of advertising-generated revenues and are of increasing economic significance for the department and for the industry. Revenues from traditional channels have declined from virtually 100 per cent of all revenues in 2002 to 38 per cent in 2007. More and more travelers are researching and planning trips exclusively using the internet. Visits to novascotia.com reached nearly 3.9 million in 2007.

**Where Do We Want to Be in the Future?**
Anonymous online conversion research is a relatively new and evolving methodology and the department continues to look at ways to estimate revenues from consumers who visit novascotia.com without leaving any contact information. The department will continue to work with its partners to refine the anonymous online web conversion research and to investigate possible integration of traditional and online conversion activity. In 2008-09, Advertising Generated Revenue has been supplemented by a measure of Novascotia.com Referrals to Partners with a 2007 base year of 436,700 and a target of 446,000 referrals.

**Measure 2 -Tourism Partnership Leveraging**

**Outcome Description:**
In 2004-2005 the department introduced tourism partnership leveraging as a performance measurement indicator. A desired outcome within this core business area is to generally maintain the current level of tourism partnership leveraging associated with strategic tourism investments.

**What Does this Measure Tell Us?** Tourism partnership leveraging identifies the amount of funds leveraged by every dollar of provincial investment in tourism partnership programs. The combined measure includes all partnership activity in product development, sales and partnerships and marketing, where third party funding is present. Tourism partnership leveraging is an indicator of program success in attracting investment from the private sector, communities, and other levels of government. Leveraging new investment is also critical in growing the funds available to develop, promote, and grow Nova Scotia's tourism industry.

**Where Are We Now?** In 2003-2004 (base year) each $1 in provincial tourism investment generated $1.42 in additional partnership funding. In 2007-2008, each $1 in provincial tourism investment generated $3.83 in additional partnership funding, as follows:

2007-2008 Tourism Partnership Leveraging:[1]

| | |
|---|---|
| Product Development Leveraging | $5.34 per $1 provincial investment |
| Sales & Partnerships Leveraging | $8.05 per $1 provincial investment |
| Marketing Leveraging | $0.83 per $1 provincial investment |
| Overall Leveraging | $3.83 per $1 provincial investment |

While tourism partnership leveraging activity rose in 2007-2008, this indicator fluctuates somewhat year to year due to the availability of strategic investment opportunities aligned with the Tourism Plan. The amount of funds from other organizations that can be leveraged is but one of the factors impacting the department investment decisions.

**Where Do We Want To Bein the Future?**

The objective is to maintain a stable level of partnership investment with industry in support of the 2008 Tourism Plan. More specifically, targets outlined in the 2008-2009 Business Plan are as follows for every $1 in provincial tourism investment:

| | |
|---|---|
| Product Development target | $6.00 |
| Sales & Partnerships target | $5.75 |
| Marketing target | $0.50 |

**Measure 3 - Total Provincial Tourism Revenues**

**Outcome Description:**

As stated above, one of Tourism, Culture and Heritage's core business areas is economic growth. Growth in the industry is measured by estimating total provincial tourism revenues or "tourism receipts" (visitor spending).

**What Does the Measure Tell Us?**

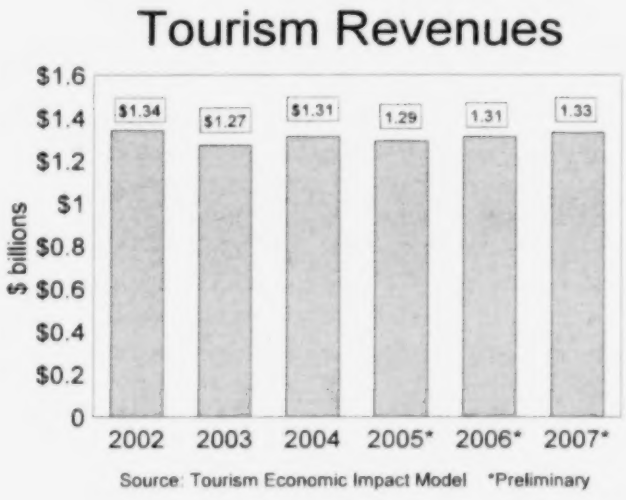
Tourism receipts measure spending by both resident and out of province tourists while they are travelling in Nova Scotia. As we attract more visitors to the province and influence them to stay longer, more money is spent in various sectors of the industry, such as accommodations, attractions, restaurants, other services, and retail. Tourism receipts are influenced by many factors including visitation, accommodation activity, where visitors come from and how long they stay here. Each of these is affected by the combined efforts of the department and industry with marketing, product development, sales and partnerships, and visitor services initiatives.

[1] Tourism partnership leveraging is calculated by dividing partner funding by TCH funding. The same formula is appled to the total funding amount yielding overall leveraging of $3.83 per $1 provincial investment.

Tourism spending benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, and police services.

**Where Are We Now?**

Preliminary 2007 provincial tourism revenues totaled $1.33 billion, an estimated 2 per cent increase over 2006 levels. (See chart.) While overseas (-5 per cent) and American (-7 per cent) visitation weakened; increases in Canadian (3 per cent) travelers meant that total visitation increased slightly (+1 per cent) for 2007, compared to 2006. Nova Scotia was not alone in reduced US traffic. Factors contributing to the decline in US visitors to Nova Scotia included confusion about passport requirements, a strong Canadian dollar, and higher gasoline prices. Roofed accommodation activity increased 2 per cent, while campground site nights decreased 4 per cent, compared to 2006.




In 2007, $1.33 billion spending in the tourism industry in Nova Scotia generated 32,700 direct and indirect jobs, $519.1 million in direct and indirect wages and salaries, and $123.3 million in provincial and municipal taxes.

**Where Do We Want to Be in the Future?**

Our 2008 target for this measure is $1.3 billion, in a year of challenging business conditions. Working with partners from across government and industry, the department is developing an expanded, updated tourism economic impact model for Nova Scotia expected to be in place by 2009. This enhanced model will enable the department to finalize the preliminary estimates for 2007.

In addition to the measure of provincial tourism revenues, the following industry performance measures are reported monthly/seasonally to the tourism industry and many are also published regularly in *Tourism Insights* and online at www.gov.ns.ca/dtc:

- Advertising Generated Inquiries - All advertising is tracked to source inquiries generated by geographic market, as well as type of literature requested, which indicates level of interest in Nova Scotia as a vacation destination and specific product interests or reasons for traveling to Nova Scotia.
- Novascotia.com - The tracking of visitation levels (website visits) and tourism information

downloads from the provincial tourism website.

- Check In Reservations - Accommodation booking activity and inquiries generated via Nova Scotia's Check In information and reservation service is tracked to provide an indication of travel intention and anticipated room night demand.
- Accommodation Activity - Occupancy rates and room-nights sold are tracked through reports submitted by all licensed fixed-roof accommodation properties in the province.
- Visitor Entries - Tracking the number of overnight, non-resident visitors by counting the number of vehicles, motorcoaches, recreational vehicles, cruise ships and air passengers coming into the province. More specifically, motorcoach activity is measured through the number of room-nights sold to motorcoach tours in Nova Scotia. Cruise ship passenger visits are defined by the number of passenger visits by cruise ships to the ports of Halifax, Sydney, Louisbourg and Baddeck. Visitation by air is defined as the number of non-Nova Scotians embarking at the Halifax Stanfield International Airport.
- Provincial Museum Attendance - Visitor attendance figures are reported monthly for the family of 27 provincial museums operated by the Nova Scotia Museum.
- National Park Historic Site Attendance - Attendance figures are reported for the number of person-visits to Kejimkujik National Park and Halifax Citadel National Historic Site; however, for Cape Breton Highlands National Park and Fortress Louisbourg and Alexander Graham Bell National Historic sites, paid admissions are reported.
- Golf Activity - Public green fee rounds at specific golf courses are reported.
- Visitor Information Centre Activity - This tracks the total number of visitors counseled at all provincial VICs.

**Measure 4 - Novascotia.com Website visits**

**Outcome Description:**
As internet use continues to increase the department's research methods for tracking website usage have evolved. A performance measure for Nova Scotia's tourism website www.Novascotia.com was initially introduced in the Department's 2004-2005 Business Plan and re-introduced in 2007-2008 to monitor *downloads* of tourism information from the website. In response to technological advances and changing consumer use of the internet, a new measure was introduced in 2007-2008 replacing the "downloads" measure with "website visits."

**What Does this Measure Tell Us?** The number of website visits is an indicator of the success of tourism marketing campaigns in generating visitation to Novascotia.com for tourism information. In turn, website traffic is an indicator of potential tourism visitation and hence economic growth to the Province.

**Where Are We Now?**
The base year measure taken in 2005 was 2.4 million

website visits. In 2007 website visits totaled 3.9 million, up 26 per cent over 2006 levels.

**Where Do We Want To Be in the Future?** A new analytical tool for measuring web activity has been introduced for 2008-2009 which more accurately captures website visits by potential tourists. As a result, the base year measure has been revised to 1.7 million visits in 2007 and the target for 2008 has been established at 2 million website visits.

## Core Business Area: Stewardship

### Measure 5 - Attendance At Nova Scotia Museum (NSM) Sites

**Outcome Description:**
The Nova Scotia Museum, under the *Nova Scotia Museum Act*, is mandated with informing Nova Scotians about their natural and cultural heritage. NSM accomplishes this by providing school programs, hosting community workshops and developing and presenting exhibits that are uniquely Nova Scotian.

Attendance at Nova Scotia Museum sites refers to actual visits at any of the 27 sites across the province that make up the Nova Scotia Museum. Attendance figures do not include visitation to the 67 community-based museums that are funded through the Department's Community Museum Assistance Program.

**What Does This Measure Tell Us?**
A variance in site attendance indicates whether the programs and exhibits presented and marketed by the Nova Scotia Museum are relevant to Nova Scotians and if the NSM has been successful in engaging Nova Scotians and visitors in learning about their heritage.

The measure can also be analyzed against external trends to maximize opportunities and / or mitigate negative effects (e.g., decline in Nova Scotia school aged student population and correlated decease in museum school visits).

**Where Are We Now?**
The basis for reporting Nova Scotia Museum site attendance changed from a calendar year to a fiscal year. Consequently the actual figure for 2007-2008 is not comparable to the Business Plan target. The total 2007-2008 Nova Scotia Museum site attendance was 523,793 (NSM). This represents a 1.6% increase over the 2006-07 year number of 515,298. Nova Scotian residents attendance at Nova Scotia Museum sites was reported at 84,968. This represents 16% per cent of the total museum attendance for 2007-2008.

**Where Do We Want To Be in the Future?**
The Nova Scotia Museum expects to increase overall attendance by 2 per cent for 2008 -09. This will be achieved by investing in core heritage infrastructure and , in particular, web site context and technology enhancements that will market museum experiences to encourage Nova Scotians

to connect with their heritage.

Through the implementation of *Our Treasured Past, Our Precious Future* - the first provincial Heritage Strategy and related Interpretive Master Plan, government will be in an improved position to align resources more effectively toward increasing the recognition of the value and relevance of Nova Scotia's heritage to residents and visitors.

**Measure 6 - Museum Website Visits**

**Outcome Description:**
Today's web landscape is changing quickly. For the Nova Scotia Museum website, it is important that website recording and analytics are used to supplement the museum's ongoing development and marketing strategies.

Museum website visits refer to on-line visits to all 27 museum websites and the Nova Scotia Museum parent site. At this time, website visitor numbers do not include visits to specialized sites within the Nova Scotia Museum parent site (e.g., M'kmaq Portraits page, Learning Resources Catalogue page) because visitation to those sites is measured using different web analytic tools that generate different visitor numbers than site visitation numbers. Including visitation to these specialized sites in the outcome measure would be inconsistent. When all sites are using the same analytic tools, anticipated in 2008-09, these sites will be included in the total.

**What Does This Measure Tell Us?**
Website visit numbers are used as a baseline for over all traffic volumes and are key indicators for how effectively the museum is able to reach and acquire visitors. Changes in visit patterns are indicative of a change in the relationship between the people the museum is trying to reach and the Nova Scotia Museum website. The true value of museum website visit information is found through comparative analyses between similar time frames and marketing activities.

It is important to pay close attention to the raw numbers of visits to the website; however, of greater interest is the year-over-year change. Having this information helps us understand not only how traffic patterns are changing, but also how business is changing over time. Growth in the number of visits is a key indicator of the likelihood of revenue growth as some percentage of these online visits will convert into visits to actual sites.

**Where Are We Now?**
In 2007-2008, 4.1 million web visits were made to the Nova Scotia Museum website. The figure for the 2007 calendar year was 4.3 million website visits. Both figures compare closely to the 2007 target of 4.1 million. It is important to note that this figure reflects actual visits, versus website hits (e.g., hits a website receives is not a valid popularity gauge, but rather is an indication of server use and loading) to the sites and represents a 2.8% increase over the 2006 figure of 4.03 million web visits.

**Where Do We Want To Be in the Future?**

While it is difficult to predict website visits based on a limited number of years of statistics, there is a clearly defined trend in Nova Scotia Museum website visitation. This trend is, in large part, due to increasing internet usage as a source of information. The museum is on track to continue to exceed targets for website visits; however, anticipates that it will take several years before an actual visitation trend is identified and more accurate predictions estimated.

**Measure 7 - Museum Page Views**

**Outcome Description:**
In addition to website visits, another measure used to analyze web statistic is page views. Page views are about the number of 'clicks' a person makes on a web site and are a basic indicator of traffic load. Variations in page views are the single best indicator that something has changed in the web site's relationship with its online visitors.

**What Does this Measure Tell Us?**
By recording web page views, the Nova Scotia Museum is better able to understand why visitors are coming to the web site and when more information may be needed. One should not assume that a large spike in page view traffic will automatically correlate with a similar increase in web site visitor numbers.

It is also important to understand that high or low page view numbers can both be acceptable and positive outcomes. For example, a blog (web log) can have a high number of visits but low page views because a blog is essentially a single page of information. Similarly, web sites designed as brochure sites, offering specific information, such prices and events, can have similar visits and page view numbers indicating that visitors easily accessed content and navigated the site. In contrast, web sites with extensive databases can have hundreds of pages of content and records that can result in high page views numbers with relatively lower visitation numbers. This is especially true when the site's primary purpose is research. E-commerce web sites also tend to have high page views due to the online check out process.

**Where Are We Now?**
In 2007-08, the Nova Scotia Museum began recording this figure. The 2007 target was 11.5 million and the actual 2007 figure was 11.1 million.

**Where Do We Want To Be in the Future?**
For the Nova Scotia Museum website, it is difficult to predict page view targets. With ongoing projects to enhance site navigation and improve consistency across the 27 individual websites, page view numbers could be reduced indicating that visitors are finding what they need easily. However, other online content renewal projects, such as the new Online Learning Resources Catalogue and Mi'kmaq Portraits Page, could result in higher numbers of page views as visitors are drawn to explore new dynamically driven content.

Following the completion of the museum website redesign, targeting for page view numbers will be clearer.

**Measure 8 - Historical Vital Statistics Website Visits/Page Views**

**Outcome Description:**
Historical Vital Statistics Online provides a fully-searchable database of more than 1 million personal names, linked directly to 800,000+ digitized birth, marriage and death registrations dating back to 1864, all located at www.novascotiagenealogy.com/. Website visitors can immediately view online and in their entirety, high-quality digitized images of the original records, and are able to place orders online for electronic or paper copies, paying by credit card. The site provides instant access to a major genealogical resource of immense value to all those searching for their Nova Scotian roots. Nova Scotia is one of the first jurisdictions in Canada to make its historical vital statistics fully available online, in digitized format and without charge; the website is a significant accomplishment in broadening the scope of Government's commitment to providing electronic service delivery.

**What Does this Measure Tell Us?**
The number of website visits and page views reflects a positive and enthusiastic public response to NSARM's continuing initiatives in providing high-quality online genealogical resources. Genealogists form the majority client community using archives and are active in identifying their research needs. Providing electronic service delivery for these resources will result in increased visitation to www.novascotiagenealogy.com, increased purchases of available online products, a ready market for product expansion, and significant goodwill for Government.

**Where Are We Now?**
A target of 650,000 visits and 7 million page views was set for 2007-2008. The actual results were 565,500 visits and 28 million page views. The number of page views and the average length of each website visit, 24 minutes, greatly exceeded expectations.

**Where Do We Want To Be in the Future?**
A target of 650,000 visits and 32 million page views has been set for 2008-2009. Targets for future years will be based in part on the 2008-2009 results. The site will continue to expand as additional vital statistics records are added annually.

**Measure 9 - Nova Scotia Archives and Records Management (NSARM) Vital Statistics Recoveries**

This new measure was introduced in the 2006-2007 Business Plan with a target of $27,000 in Vital Statistics recoveries. The measure was removed, however, due to the requirement that the Historical Vital Statistics Online service be budget neutral.

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**Measure 10 - Nova Scotia Archives and Records Management (NSARM) Website Visits/Page Views (excluding Vital Statistics)**

**Outcome Description:**
The institutional website (www.gov.ns.ca/nsarm) is NSARM's most effective outreach tool. It has been designed to expand public access to and encourage non-traditional use of Nova Scotia's archival resources through the increased availability and utility of online informational content and services, especially those delivered via virtual exhibits, searchable databases and digitized holdings. Educational products and genealogical research tools are an integral component of the website's strategy to engage Nova Scotians and other interested online visitors in an awareness of and participation in the province's rich archival heritage and the discovery of their roots.

**What Does this Measure Tell Us?**
A consistent increase in the number of website visitors and page views indicates appropriate selection and design of online products, effective consultation with partners, stakeholders and clients, as well as successful promotional and marketing strategies. Comparison with statistics for onsite visitation confirms a continuing shift away from traditional practices to a new reliance on distant access and the web-based experience, including advance preparation for actual onsite research activities. Analysis of website traffic from outside Nova Scotia also provides

information on the volume and specificity of non-Nova Scotian interest in the province's archival heritage.

**Where Are We Now?**
A total of 2.7 million online visitors accessed the NSARM website during 2007-2008, up 60% from 1.7 million in 2006-2007, and triple the number of visitors in 2004-2005. The number of page views in 2007-2008 was 26 million, greatly exceeding the target of 19 million.

**Where Do We Want To Be in the Future?**
NSARM continues to be a leader among Canadian archives in making archival resources accessible online. NSARM targeted 1.5 million web visits and 19 million page views for 2007-2008, exclusive of Historical Vital Statistics Online. This target was based on the anticipated response to new website products under development and being planned. The number of actual website visits for 2007-2008, exclusive of Historical Vital Statistics Online, exceeded the target by 1 million visitors. The number of page views also significantly exceeded the target set. A target of 3 million visits, exclusive of Historical Vital Statistics Online, has been set for 2008-2009. Continuing to systematically expand online products, coupled with a corresponding increase in website visits and page views, will continue to raise NSARM's profile, enhance its reputation, and allow it to take advantage of e-business opportunities to better serve the public.

**Measure 11 - Nova Scotia Archives and Records Management (NSARM) Website Page Views (excluding Vital Statistics)**

(This is included under Measure 10.)

**Measure 12 - Percentage of Recommendations from the NSACPC Report that are Implemented**

**Outcome Description:**
Recording the percentage of recommendations from the NSACPC report that are implemented is a new measure for 2007-2008.

The Nova Scotia Arts and Culture Partnership council is made up of Arts and Culture sector representatives as well as staff from the Department of Tourism Culture and Heritage's Culture Division. Core functions of the Council include reviewing the department's arts and culture programs and providing recommendations to the minister. The intent of the Creative Nova Scotia report was to develop a work plan wherein the arts and culture sector and the Provincial government would work together to further develop the sector.

**What Does this Measure Tell Us?**
The Recommendations within the Creative Nova Scotia report represent consensus between the arts and culture sector as well as the Department of Tourism, Culture and Heritage on actions which the two can take together to generate significant development of the sector in Nova Scotia.

**Where Are We Now?**
During the 2007-2008 fiscal year, 8 of the report's 10 recommendations were successfully implemented. Of these implemented recommendations, 4 of the initiatives were completed while a further 4 are either underway or ongoing.

**Where Do We Want To Be in the Future?**
The goal set in the 2007- 2008 Tourism Culture and Heritage Business plan was to complete 80 % of the report's 10 recommendations. The Department of Tourism, Culture and Heritage's Culture Division will continue to work with NSACPC to complete the report's recommendations.

**Measure 13 - Bristol Omnifacts Research Survey "Measuring the Social Impact of Nova Scotia's Arts and Culture Sector": Questions Related to NS Culture and its Impact on Nova Scotians**

**Outcome Description:**
The impacts of arts and culture have traditionally been measured in Canada according to the economic benefits of arts and culture activities. Tourism, Culture and Heritage set out to expand current knowledge of the benefits of arts and culture by contracting Bristol Omnifacts to generate a report about the social impact of arts and culture. The report consisted of a series of focus groups and a survey of the general population.

**What Does this Measure Tell Us?**
The findings of the Social impact study indicate that art and culture play a significant role in an individuals assessment of their overall quality of life. As the level of participation in art and culture activities increases so does that individuals perception of their quality of life.

**Where Are We Now?**
Staff are currently working with NSACPC to further analyze the report provided by Bristol and define benchmarks.

**Where Do We Want To Be in the Future?**
Following the completion of the analysis, staff from the Culture Division will discuss with the other departmental divisions any possible cross-collaboration as a result of findings. Additionally, the results will be used to target demographics within the population when conducting awareness campaigns.

**Measure 14 - Website Visits to the Culture Funding Programs**

**Outcome Description:**
The internet has become the primary means to accessing information relating to Tourism, Culture and Heritage's Culture Funding Programs. Information about 10 programs is provided online.

**What Does this Measure Tell Us?**
Measuring website visits to Culture Funding Programs indicates potential applicants' interest in these programs. It also provides the department with a means to evaluate the success of advertising the existence of these programs to the community.

**Where Are We Now?**
Data for 2007-2008 is not reported due to difficulties with website statistics reporting software. The department is working to install new software.

**Where Do We Want To Be in the Future?**
The target for the 2008-2009 is 59,000 visits. There were 56,098 visits in 2006-2007.

## Core Business Area: Governance / Accountability

### Measure 15 - Rate of Compliance with Corporate Records Management Policy

**Outcome Description:**
The government-wide Records Management Policy was approved by Treasury and Policy Board on February 26, 2003 and implemented in the 2003-2004 fiscal year. The Policy is designed and structured to be consistent with and contribute to more effective, open and accountable government; to support and link to Treasury and Policy Board strategic goals; to place the corporate records management program solidly within the government policy framework; and to apply to and support new initiatives and approaches. NSARM contributes to the advancement of the policy through the provision of advisory and consulting services and particularly through the provision of direct assistance and measurement of policy compliance and by supporting the application of technology to records management functions.

**What Does this Measure Tell Us?**
The rate of compliance with the Corporate Records Management Policy provides a reasonable measurement of the nature and quality of records management across government.

**Where Are We Now?**
Records management policy compliance was improved through systematic expansion and enhancement of departmental programs. NSARM conducted seven compliance assessments, meeting the Business Plan target of seven completed updated assessments. The overall compliance rate for 2007-2008 was 75 per cent, a five per cent increase over 2006-2007.

**Where Do We Want To Be in the Future?**
The targeted departmental policy compliance rate for 2008-2009 has been set at 80 per cent. This will be achieved by focussing on prioritized opportunities for program enhancement including greater utilization of electronic records management technologies and improving cross-departmental collaboration and government-wide standards setting initiatives.

**Measure 16 -Updated Records Management Program Assessments**

**Outcome Description:**
Joint Program Assessments provide a systematic department-by-department evaluation of compliance with the Corporate Records Management Policy, and a foundation for the continued development and enhancement of departmental records management programs. Assessments are conducted on a two-year cycle in conjunction with departmental representatives.

**What Does this Measure Tell Us?**
Timely and detailed assessment of departmental records management programs provides an accurate view of the current state of records management within government and gives NSARM the needed feedback to enable it to deliver effective client-focussed services.

**Where Are We Now?**
The department met its target of 7 additional updated assessments in 2007-2008.

**Where Do We Want To Be in the Future?**
The target is 7 additional updated assessments in 2008-2009.

**Measure 17 - Percentage of employees who respond positively to the statement: "I know how my work contributes to the department's priorities and purpose."**

**Outcome Description:**
This Performance Measure which calls for the measurement of the percentage of employees who contribute to the achievement of the Department's Business Plan priorities and functions.

**What Does this Measure Tell Us?**
The percentage of employees who respond positively to the statement: "I know how my work contributes to the department's priorities and purpose" measures the comprehensive engagement of employees in the year round business planning and accountability process. It also measures the provision of effective internal communication regarding the department's vision, mission and Business Plan priorities.

**Where are We Now?**
The Business Plan launch evaluations completed in June 2007 indicate that 83 per cent of employees see how their daily work activities fit into our 2007-2008 priorities.

**Where Do We Want to Be in the Future?**
The target is to achieve a rate of 90 per cent or better.

**Measure 18 - Employee Engagement Index**

**Outcome Description:**
A new Performance Measure was identified in the department's 2007-2008 Business Plan which calls for the measurement of the level of employee engagement measured within the "How's Work Going" employee survey.

**What Does this Measure Tell Us?**
Employee engagement is the extent to which an employee feels connected to and involved with their job and their organization. Increased employee commitment, satisfaction and trust in leadership can positively impact the department and help it reach its true potential. Overall employee satisfaction is evident in the level of engagement employees have in their work.

**Where Are We Now?**
The 2007 "How's Work Going" employee survey indicated that Tourism, Culture and Heritage were above the Government and Inter-jurisdictional average.

| | |
|---|---|
| Nova Scotia Government | 71.6 |
| Inter-jurisdictional average | 65.5 |
| Tourism, Culture and Heritage | 75.2 |

**Where Do We Want To Be in the Future?**
To Maintain status above Nova Scotia Government and the inter-jurisdictional average.

**Measure 19 - Percentage of employees who completed training and development relevant to their work and is established in their Performance Plans**

**Outcome Description:**
A new Performance Measure was identified in the department's 2005-2006 Business Plan which calls for the measurement of relevant training and development in support of individual performance plans and the department's Business Plan.

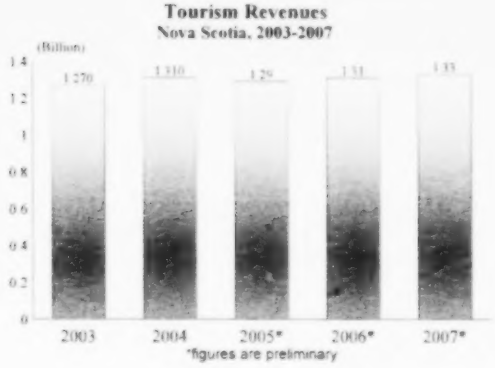
**What Does this Measure Tell Us?**
The percentage of employees who complete training and development relevant to their work that is established in their performance plans measures the effectiveness of performance planning conducted in accordance with the Government's accountability framework. This contributes to individual performance that supports the department's business plan priorities and provides input to the HR Strategy, which addresses common department training and development needs.

**Where are We Now?**
Of the 52 performance reviews on file at Human Resources, all have met the stated training and development requests, thus statistically the measure is at 100 per cent compliance for those performance reviews received.

**Where Do We Want to Be in the Future?**

The measure will shift in focus from the percentage of employees who complete training and development relevant to their work to a measure as follows: 100 per cent compliant with performance reviews on file; performance reviews will indicate training and development relevant to employee's work; and 75 per cent of performance plans will also include career development plans.

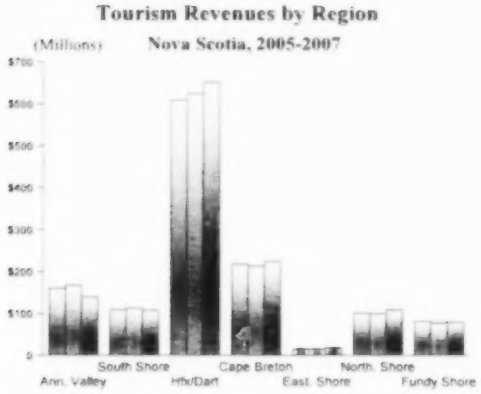
## 2007 Tourism Industry Performance Highlights




*How important is tourism?*

The tourism industry in Nova Scotia continues to contribute more than $1 billion to the economy. Tourism revenues increased 2% from 2006 generating millions of tax dollars and tens of thousands of jobs for Nova Scotians. Preliminary estimates for 2007 indicate that the tourism industry in Nova Scotia generated:

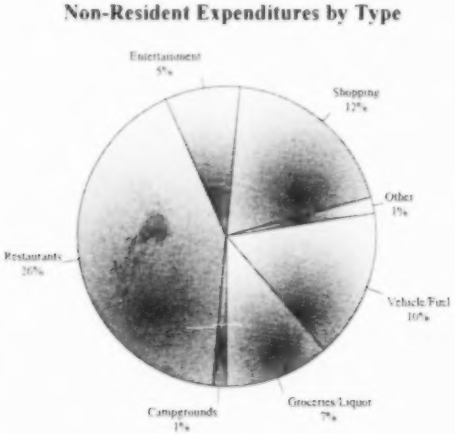
- $1.33 billion in direct revenues with 64% or $845 million from non-resident visitors to Nova Scotia
- 32,700 direct and indirect jobs
- $519 million in direct and indirect wages and salaries
- $123.3 million in provincial and municipal taxes




$1.31 Billion Tourism Revenues, *figures are preliminary

*How are revenues shared among the regions?*

Both the urban and rural areas of the province benefit from tourism generated revenues. Breaking out revenues by region: Halifax/Dartmouth receives 49%, Cape Breton 17%, Annapolis Valley 11%, South Shore 8%, Northumberland Shore 8%, Fundy Shore 6% and the Eastern Shore 1%.



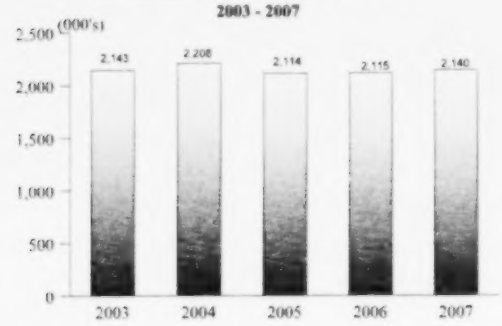

Average spend = $947/party
Source: 2004 Nova Scotia Visitor Exit Survey

*What businesses benefit from tourism?*

Spending by tourists in Nova Scotia benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for the municipal and provincial governments, it also helps to support and maintain our essential services like health care, highway maintenance, education, police services, and snow removal.

**Non-Resident Visitation to Nova Scotia**

**2003 - 2007**

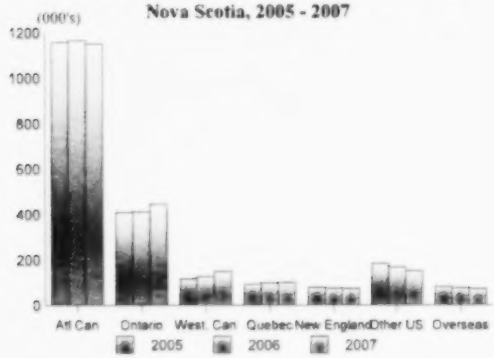



*How many people choose Nova Scotia as a travel destination?*

For January to December 2007, overnight, non-resident visitation to Nova Scotia totalled 2.1 million people. This does not include residents of Nova Scotia who make close to two million overnight and four million same-day trips within the province annually, providing significant benefits for the industry.

**Non-Resident Visitation by Region of Origin**

**Nova Scotia, 2005 - 2007**

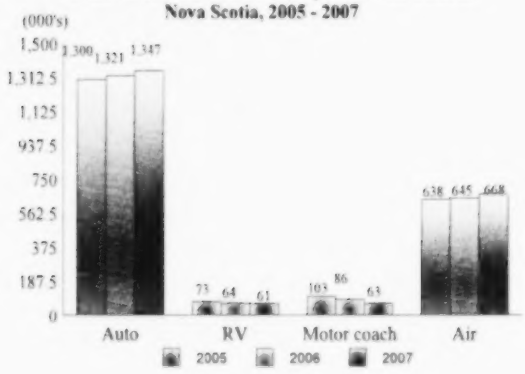



*Who visits Nova Scotia?*

As in previous years, the majority of non-resident visitors to Nova Scotia in 2007 came from other areas of Atlantic Canada (54%). Visitors from Ontario comprise another 21% and other parts of Canada 12% (Quebec 5% and Western Canada 7%). US and overseas visitors also make a significant contribution. In 2007, 11% of our visitors came from the United States, while 3% came from other international markets.

**Non-Resident Visitation by Mode of Travel**

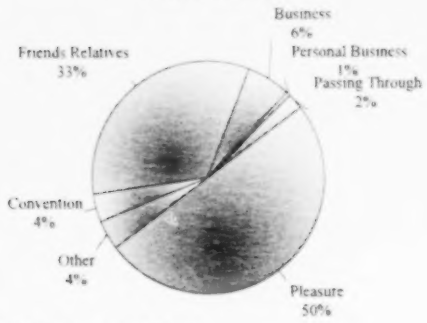
**Nova Scotia, 2005 - 2007**




*How do they get here?*

More than two-thirds (69%) of Nova Scotia's visitors travel by motor vehicle, via road and ferry. Specifically, 62% arrive by car, 3% by recreational vehicle, and 3% by motor coach. More than a quarter of all visitors (31%) arrive by air plane.

**Why People from Outside Atlantic Canada Visit Nova Scotia**



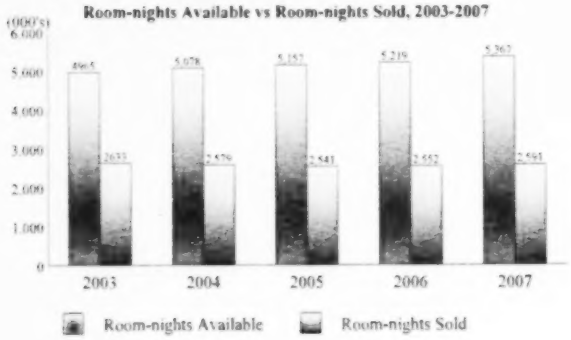

Source: 2004 Nova Scotia Visitor Exit Survey

*What attracts people to Nova Scotia?*

People from outside Atlantic Canada visit Nova Scotia for many reasons: to take a vacation and enjoy the natural beauty that Nova Scotia offers, to visit friends and relatives, to conduct business, attend conventions, and to take care of personal business. General pleasure (50%) was the number one reason given for coming to NS, and the second most common reason was to visit friends and relatives (33%).

**Nova Scotia Fixed-Roof Accommodation**

**Room-nights Available vs Room-nights Sold, 2003-2007**

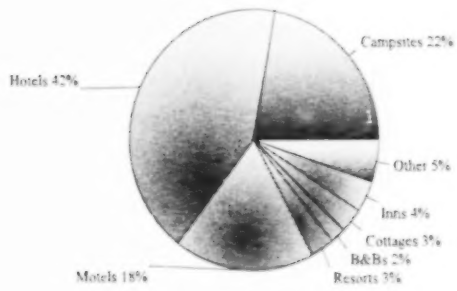



*How does accommodation supply compare to demand?*

Between 2003 and 2007, the number of room-nights sold decreased 2%, while the number of room-nights available in the province grew 8%.

**Room/Site-Nights Sold by Type**

**Nova Scotia, 2007**




3.3 Million Room/Site-nights Sold

*Where do they stay?*

Nova Scotia offers a variety of accommodations to our visitors. Hotels, motels, and campsites represent the most commonly used accommodation types.

*Need more information?*

Visit our website at:
www.gov.ns.ca/dtc/pubs/insights

For additional information contact:
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Phone: (902) 424-3958